



ACTIVITY REPORT 2022–2023 | EBS IMPACT INSTITUTE

Another year of creating impact at the EBS Universität für Wirtschaft und Recht

Dear friends of the EBS Impact Institute,

The EBS Impact Institute has achieved significant objectives in the past year, further strengthening its mission to drive positive change through responsible and sustainable business & -finance. We have been able to grow the number of students we reached, new faculty members of EBS joined the Institute, and we published impactful research in leading academic journals. In addition, we have further increased our media outreach.

At the core of our research and teaching are interdisciplinary approaches to innovative and sustainable solutions to some of the world's most pressing challenges, such as social entrepreneurship, sustainable finance, corporate social responsibility, and sustainable supply chains. Blending insights from research and practice, we generate impact in close cooperation with our partners, while equipping students and professionals with business knowledge, entrepreneurial skills, and management tools to address social and environmental challenges.

In 2023, we aim to continue on our path to become a pioneer for responsible and sustainable business & -finance.

Now we are turning to you, feel free to come to us with suggestions and project ideas for the upcoming year. Let's start a conversation and create impact together! – Contact us via ebs-impact@ebs.edu

Yours,

Prof. Dr. Karin Kreutzer,
Head of Impact Institute



Prof. Dr. Falko Paetzold,
Co-Head of Impact Institute



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1 Lectures, Events and Executive Education

1.1 EBS Social Impact Salon

Look back:

The EBS Social Impact Salon brings social changemakers (practitioners) to EBS to get inspired, see how theory is put to practice, learn, and collaborate. Our guests give a short presentation. The rest of the time is free for discussions.

For the first Social Impact Salon of 2022 social entrepreneur Florian Henle, the co-founder of Polarstern, talked about founding Polarstern and the increasing role of social enterprises in the energy sector. An interesting discussion evolved on the role of energy providers in the battle against climate change. This was followed by Andri Fetsun of Agents for Impact, a Frankfurt based impact consultancy firm, and Mimi Sewaslko from Avocado Store, the largest retail platform for sustainable products in the German-speaking region. Nicola Gesing, Senior Manager of Sustainability & ESG at Bilfinger, talked about leadership, sustainability management and ESG. Julian Frede from evolutiq Impact Advisory and Sébastien Martin from Impact Associates gave the EBS Impact community a practical introduction to the impact investing sphere. Founder Carlotta Ludig wants to make large cities greener, more liveable with her start-up OMC°C – Office for Micro Climate Cultivation – which she introduced to the audience.

EBS Impact Salon line-up:

1. Florian Henle, Polarstern, January 2022
2. Andri Fetsun, Agents for Impact, May 2022
3. Mimi Sewalski, Avocado Store, May 2022
4. Nicola Gesing, Bilfinger, November 2022
5. Julian Frede, evolutiq Impact Advisory, November 2022
6. Sébastien Martin, Impact Associates, November 2022
7. Carlotta Ludig, OMC°C – Office for Micro Climate Cultivation, December 2022

Look ahead:

For the sessions of the Social Impact Salon in 2023 we plan to invite further entrepreneurs and experts who can tell our community how they are putting their social or environmental impact into practice. This includes, for example, Dr. Viktoras Kulionis coming in from Geneva to discuss the approach of the large bank Pictet to measure biodiversity and social impact (April 14, 2023).

You can get involved as a speaker or participant at the EBS Social Impact Salon via the Impact Institute team.



THE WORLD IS FACING GROWING SOCIAL AND ENVIRONMENTAL CHALLENGES. THE IMPACT INSTITUTE BUNDLES OUR RESOURCES IN RESEARCH, TEACHING, AND CONSULTING AT EBS TO BETTER UNDERSTAND HOW BUSINESSES CAN POSITIVELY IMPACT INDIVIDUALS' LIVES.

1.2 Research Colloquium series with the theme “Impact”

Look back:

Started in 2021, the impact themed research colloquium took place every two weeks. International researchers presented their current projects on the topic of impact. 2022 began with Prof. Dr. Carsten Schermuly from the SHR Berlin University of Applied Sciences in February. Followed by inspiring research talks by Prof. Dr. Emilio Marti on “The Impact of Sustainable Investing: A Review and Research Agenda”, Anders Munk-Nielsen, PhD on “Markups on Drop-Downs: Prominence in Pharmaceutical Markets”, Prof. Dr. Michael I. Norton on “The Psychology of (In)equality”, and Prof. Dr. Christian Dormann on “Continuous Time Meta Analysis of Longitudinal Studies with varying time intervals and measurement occasions”, and many more:

In 2022, we continued this important initiative with had a full program with leading scholars on key topics:

- ✓ February 10, 2022: Carsten Schermuly, SRH Berlin University of Applied Sciences
- ✓ March 03, 2022: Emilio Marti, Rotterdam School of Management
- ✓ March 10, 2022: Anders Munk-Nielsen, University of Copenhagen
- ✓ May 5, 2022: Michael I. Norton, Harvard Business School
- ✓ May 12, 2022: Christian Dormann, Johannes-Gutenberg-Universität Mainz
- ✓ June 09, 2022: Christopher Wickert, Vrije Universiteit Amsterdam
- ✓ June 30, 2022: Eberhard Feess, Frankfurt School of Finance and Management
- ✓ July 07, 2022: Dipayan Biswas, Muma College of Business
- ✓ October 10, 2022: Babak Abbasi, RMIT University
- ✓ October 20, 2022: Andreas Rasche, Copenhagen Business School
- ✓ November 03, 2022: David Wuttke, Technische Universität München
- ✓ December 08, 2022: Martin C. Schleper, University of Sussex
- ✓ December 12, 2022: Sabine Benoit, University of Surrey

Look ahead:

The research colloquium continues to focus on impact in 2023. Please contact us via ebs-impact@ebs.edu for the complete schedule or if you want to take part.



1.3 Impact on all levels at EBS Business School

Look back:

Over the past years, more and more impact-related modules have been added to the business school's curriculum. With the introduction of the MBA Social Impact Challenge in 2021, "impact" is now taught in all the programs offered. The following is an overview of the courses that took place in 2022.

Impact modules in the Bachelor Programme

- / Service Learning Social Impact Project
- / Sustainable Wealth Management

Impact modules in the Master Programme

- / Global Leadership
- / Leadership & People Management
- / Leadership Development
- / Managing ESG
- / Strategy & Impact for the SDG
- / Sustainable Finance

Impact modules in the MBA Programme

- / Responsible Leadership
- / MBA Social Impact Challenge

Look ahead:

We are excited to execute this wonderful suite of programs again in 2023, with guest speakers, real-world engagements, and excellent student feedback – changing lives, for impact. The course "Corporate Social Responsibility" which is a mandatory part of the Bachelor program for more than ten years now, was paused in 2022 due to the re-design of the program and will be offered again by Professors Karin Kreutzer and Julia Hartmann in 2023.

1.4 Wealth Management for Wealth Owners

Look back:

Following Prof. Dr. Falko Paetzold joining EBS University in 2020, a new course was introduced at the EBS Executive School in 2021: Wealth Management for Wealth Owners. Substantial amounts of wealth come with increased responsibilities. Our programme, held at the EBS Executive School, designed specifically for wealth owners, empowers them to allocate their capital in line with their own needs and desires, including their wishes regarding impact and sustainable investing. The programme was implemented for the first time in September 2021 with great success.

The programme focuses on key concepts of wealth management to guarantee sustainable results:

- ✓ Addresses the needs of wealth owners explicitly and provides practical training on finance and wealth management fundamentals that will enable wealth owners to deploy their wealth confidently.
- ✓ The world's only program open exclusively to wealth holders, on the applied fundamentals of finance and wealth management in a protected university environment free of conflicts of interest (strictly non-solicitation).
- ✓ Combines excellence in teaching and research that only a university provides, with the practical experience on the ground that only real-world private impact investors can understand and contribute.
- ✓ Developed and run in partnership with toniic, The ImPact, and Center for Sustainable Finance and Private Wealth (CSP), the critical networks in investing and private wealth globally with positive impact ingrained.

Look ahead:

In 2022, the positioning of the program was sharpened to reflect its focus on impact and sustainable finance, and how wealth owners include that in their family offices. The next edition of the program is scheduled for June 2023, titled Leading an Impactful Family Office. Please contact us via falko.paetzold@ebs.edu for the complete schedule or if you want to take part.



EBS UNIVERSITY

Leading an Impactful Family Office

Setting the foundations in finance, wealth management and impact, run by and for holders of private wealth

June 14-16, 2023

In collaboration with:



Prof. Dr. Falko Paetzold



1.5 Impact Investing

Look back:

After the EBS Executive School successfully developed and launched the 5-day Impact Investing Programme in cooperation with the Bundesinitiative Impact Investing e.V. for the first time at the end of 2021, the 2022 programme was fully booked.

In the context of ESG strategies in the financial industry, actually long before the upswing of sustainable & responsible investments, a special form of investing has developed in which the focus is on achieving concrete ecological or social goals: Impact Investing. The investment motive here is not to achieve a maximum return, but to solve a social problem. Although the generation of a financial return that is customary in the market is desired, it is often secondary; in the most extreme cases, it is dispensed completely.

The Impact Investing Programme prepares participants comprehensively, is practically oriented, and at university level for the special features and opportunities of investing with impact. It thus provides a clear competence advantage in a rapidly growing segment of sustainable & responsible investment. Participants receive an EBS University Certificate with the title Impact Investing Advisor (EBS).

Look ahead:

Due to the very positive market response, the Impact Investing Programme will be offered twice in 2023.

The next iteration of the Impact Investing Programme takes place in the beginning of May 2023. Please contact Prof. Tilmes via rolf.tilmes@ebs.edu for the complete schedule or if you want to take part.

1.6 Sustainable & Responsible Investments

Look back:

Since inception in 2016, the Sustainable & Responsible Investment Programme, specifically tailored to the needs of investment professionals, has attracted more than 300 participants and has developed into a market standard for ESG further education.

Sustainable & Responsible Investments (SRI) describes a medium/long-term oriented form of investment that not only considers a company's financial information but also, with similar significance, non-financial information, i.e. quantitative and qualitative information about the company's treatment of the environment, employees and communities, as well as the quality and direction of corporate governance, abbreviated ESG (Environment, Social, Governance). Successful graduates receive an EBS University Certificate with the title SRI Advisor (EBS).

Look ahead:

Due to the continuing demand, the Sustainable & Responsible Investment will be offered twice in 2023.

The next iteration of the Sustainable & Responsible Investment takes place in the beginning of March 2023. Please contact Prof. Tilmes via rolf.tilmes@ebs.edu for the complete schedule or if you want to take part.

1.7 Company-specific ESG Programmes

Look back:

Based on its portfolio of Sustainable Finance and Sustainable Management executive education programmes, the EBS Executive School has developed and delivered a set of customized company-specific ESG programmes for clients like HypoVereinsbank, Hauck Aufhäuser Lampe Privatbank, Wealthcap and KPMG.

Using different forms of instruction ranging from face-to-face or online live to video-recorded lectures, more than 5,000 employees have been trained since the year 2000.

Look ahead:

Together with its corporate partners, the EBS Executive School will roll out customized company-specific ESG programmes internationally targeting the EMA- as well as US-region.

In case you are also interested in a customized company-specific ESG programme, please contact Prof. Tilmes via rolf.tilmes@ebs.edu for further information.

1.8 Foundation Management

Look back:

With its integrated and compact course of study, the intensive Foundation Management/Foundation Consulting programme at EBS Executive School makes a targeted contribution to the qualification and professionalization of people who aspire to work in the foundation sector, or are already working there, or that want to gain further qualifications or establish a foundation.

Topics covered by the Foundation Management / Foundation Consulting course include:

- / Introduction to the German foundation system
- / Management of foundations
- / Legal aspects
- / Strategic management of foundations
- / Governance of foundations
- / Consulting foundations

Look ahead:

The next iteration of the Foundation Management Programme takes place in March 2023. Please contact Patricia Christen via patricia.christen@ebs.edu for the complete schedule or if you want to take part.



2 Impact Institute Team

2.1 The Impact Institute continues to grow

Look back:

The Impact Institute under the leadership of Senior Professor Karin Kreutzer and Assistant Professor Falko Paetzold is the largest institute at EBS.

The team includes Senior-, Associate- and Assistant Professors who contribute to the Institute with their research projects and publications.

We welcome as new joiners Prof. Dr. Christine Eckert and Prof. Dr. Meir Shemla:

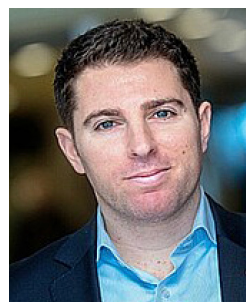
“The Impact Institute addresses society’s major social and ecological challenges. I am looking forward to contributing to its’ important work and to helping it achieve its mission by focusing on consumer welfare in the context of household finance.”

Prof. Dr. Christine Eckert,
Professor for Digital Marketing



“In 2023 I intend to contribute to the Impact Institutes mission by conducting research and out-reach activities related to diversity management. In particular, my focus is on studying the (un)intended consequences of diversity policies in organizations.”

Prof. Dr. Meir Shemla, Professor Organizational Behavior and HR Management



Full list:

- / Prof. Dr. Myriam Bechtoldt, Professor of Leadership
- / Prof. Dr. Julia Hartmann, Professor for Sustainability Management
- / Prof. Dr. Christine Eckert, Professor for Digital Marketing
- / Prof. Dr. Jenny Kragl, Professor of Economics, esp. Microeconomics
- / Prof. Dr. Richard Raatzsch, Professor of Practical Philosophy
- / Prof. Dr. Meir Shemla, Professor Organizational Behavior and HR Management
- / Prof. Dr. Diane Robers, Professor of Management Practice
- / Prof. Dr. Laura Turrini, Professor of Operations Management
- / Prof. Dr. Karin Kreutzer, Professor of Social Business, Vice Dean Research EBS Business School
- / Prof. Dr. Falko Paetzold, Assistant Professor for Social Finance

Congratulations to Prof. Karin Kreutzer for joining the Editorial Board of the academic journal Nonprofit and Voluntary Sector Quarterly.

Members who contribute significantly to the success of the Impact Institute are the lecturers, research directors and project leaders:

- / Mrdjan Mladjan, PhD, Senior Lecturer of Financial Economics
- / Dr. Jan Christoph Munck-Rieder, Vice Director Strascheg Center for Impact in Innovation & Entrepreneurship, Project Management "Gründungsfabrik Rheingau"
- / Dr. Marcus Kreikebaum, Lecturer of Ethics and Service Learning, Executive Director of the Center for Business Ethics

External members who are associated with the EBS Impact Institute through their teaching activities or collaborations in research:

- / Prof. Marjo-Riitta Diehl, PhD, Aalto University
- / Prof. Dr. Andreas Heinecke, Honorary Professor
- / Prof. Amit Karna, PhD, Indian Institute of Management, Ahmedabad
- / Dr. Katrin Merfeld, Assistant Professor, Utrecht University
- / Prof. Dr. Nicola Pless, University of South Australia
- / Prof. Dr. Patricia Helena Hein, Ivey Business School

We like to highlight the success of Prof. Dr. Hein in receiving her call to the prestigious Ivey Business School so shortly after her doctorate with Prof. Dr. Kreutzer.

The Impact Institute is also happy to name its growing number of research associates and doctoral students:

- / Noah Bani-Harouni, Nils Möller, Olga Karpiuk, Tim Eckes, Katja Friedrichs, Carina Keller, Peymaneh Safaynikoo, Pratibha Singh, Vera Schwarzmann and Violetta Sulzbach

EBS | IMPACT INSTITUT TEAM



Prof. Dr.
Myriam Bechtholdt



Prof. Dr.
Christine Eckert



Prof. Dr.
Julia Hartmann



Prof. Dr.
Jenny Kragl



Dr. Marcus Kreikebaum



Prof. Dr.
Karin Kreutzer



Mrdjan Mladjan, PhD



Dr. Jan Christoph
Munck-Rieder



Prof. Dr.
Falko Paetzold



Prof. Dr.
Richard Raatzsch



Prof. Dr.
Diane Robers



Prof. Dr.
Meir Shemla



Prof. Dr.
Laura Turrini

2.2 Re-Accreditation: Wissenschaftsrat

Look back:

Following the usual review, EBS was re-accredited by the German "Wissenschaftsrat", the German Science and Humanities Council, whose goal it is to enable and support a high-performance, functionally and institutionally sophisticated research and higher education system which is interconnected and impacts society in diverse ways.

The Secretary General of the Wissenschaftsrat did make the following statements: EBS University lives up to the expectations for an academic institution with the power to confer PhDs as well as its own aspiration to be an international academic player. The Wissenschaftsrat recognizes the individual support offered to students, the international outlook of the existing programs, as well as the tight collaboration with industry.

"The re-accreditation is clearly a success as well as a confirmation for the effort invested by all staff members over the past years."

Prof. Dr. Martin Böhm,
Rector & Professor of Marketing



Look ahead:

The feedback received is also a welcome stimulus to continue our journey towards excellence, including the now-added power to bestow PhD titles at EBS School of Law.

2.3 Accreditation: AACSB

Look back:

Following an intense review, AACSB accredited EBS University. AACSB accreditation is known, worldwide, as the longest-standing, recognized form of specialized accreditation that an institution and its business programs can earn. Accreditation is a voluntary, nongovernmental process that includes a rigorous external review of a school's mission, faculty qualifications, curricula, and ability to provide the highest-quality programs. The AACSB team explicitly mentioned and appreciated the substantial social impact- and sustainability focus of EBS research.

Look ahead:

The AACSB accreditation provides a valuable platform for important university rankings, as well as an impetus for further successes in the development of the school. We are looking forward to fully leveraging this wonderful success to increase the scale and scope of our impact.

“In their evaluation report, the peer review team emphasized what makes EBS strong and unique: the unwavering dedication of our faculty, staff, and students, as well as our unique and unyielding EBS team spirit. I want to express my heartfelt gratitude to all colleagues for the tireless support over the years.”

Prof. Dr. Christian Landau,
Professor of Strategic Management
and Dean EBS Business School



2.4 PRME-Membership renewed

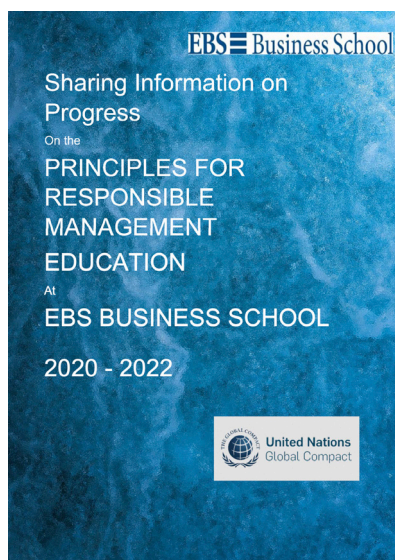
Look back:

Since 2008 EBS Business School has pledged to advance the Principles for Responsible Management Education (PRME) in its Mission and Values, Teaching, Research, Partnerships and Dialogues. As one of the first 40 universities who committed themselves to PRME we can offer 14 years of experience of teaching and serving along the SDGs and engaging in responsible research with reliable and responsible partners, and open dialogues on social and business solutions and responsible actions. A PRME Membership requires continuous assessment, development and reporting,

In May 2022 we have published our sixth PRME Report on the UN Website.

Look ahead:

Important work needs to be done in these challenging times for our sake, and for the sake of future generations of responsible leaders. We need to raise awareness on campus and beyond for pressing issues such as overconsumption and environmental destruction and provide robust models and systems to implement and manage the transformational economic change ahead. We react to this demand by initiating change processes in our curriculum and research agenda for a more sustainable economic development. The PRME Initiative is an excellent resource to drive that change and we are proud to be an active member right from the start in this initiative.



https://d30mzt1bxg5llt.cloudfront.net/public/uploads/sip-reports/EBS-Business-School-PRME-SIP_2022.pdf

2.5 Team additions, departures and new roles

Look back:

As outlined above, the EBS Impact Institute expanded its team of senior professors by two members, Prof. Dr. Christine Eckert, Professor for Digital Marketing, and Prof. Dr. Meir Shemla, Professor of Organizational Behavior. In the future, they want to contribute even more to the advancement of sustainability within their respective field with their teaching and research.

Elena Jarocinska, PhD, left EBS and the Impact Institute in 2022 after being a successful lecturer for economics and part of the department for economics since 2015.

Look ahead:

In 2023, Prof. Dr Richard Raatzsch, who has held the Chair of Practical Philosophy at the EBS Department of Management & Economics since 2008, will retire. At EBS, he acted as Vice President, Dean of EBS Business School, member of the University Senate, member of the Supervisory Board, member of the Management Board, co-director of the Centre of Responsible Economy (CORE) and co-director of the Institut für Unternehmensethik (IFU). His research has been published in journals such as the journal *Inquiry*, as well as by publishing houses like Reclam (Stuttgart), Princeton University Press and Springer Science. At EBS, Richard Raatzsch teaches courses at the undergraduate and graduate level.

2.6 Impact Institute's team of doctoral students

Look back:

EBS Doctoral Noah Bani-Harouni joined the Impact Institute via a project with Prof. Dr. Falko Paetzold and Prof. Dr. Ulrich Hommel on the role of impact and ESG in the Venture Capital space, a theme that has been under-researched and that has a strong and increasing role in finance.

Look ahead:

The year 2023 will see important expansions of our strong focus on real-world impact and top-notch science.

Amongst our new-joiners is Sophia Jungk, completing her Master's degree at EBS University and taking up her role as EBS Doctoral Student. Ms. Jungk will explore, together with Prof. Dr. Matthias Waldkirch and Prof. Dr. Falko Paetzold, the role of members of families that own or control significant businesses in driving those businesses towards sustainability and positive impact. The project is kindly supported by Stephen Brenninkmeijer as well as the privately controlled AVIA investment firm.

Also joining is Lara Kaulfuss, currently completing her EBS Master's degree, and taking up her EBS Doctoral Student role to explore, together with Prof. Dr. Karin Kreutzer and Prof. Dr. Falko Paetzold, the role of B Lab and B Corp certifications for driving positive impact, with a focus on Germany, Europe, and financial markets. The project is kindly supported by ALV Foundation.

3 Centers, Cooperations and Projects

3.1 Strascheg Center for Impact in Innovation & Entrepreneurship

Innovation, entrepreneurship and sustainability are discussed as the driving forces for a new start of the German and European economy. Sustainability is understood as an equal interplay of its ecological, economic and social dimensions.

The goal of the 2021 re-founded Strascheg Center for Impact in Innovation & Entrepreneurship (SCIE) is to advance the sustainability-oriented transformation of important industries and sectors that also face major changes with increased resilience. In order to contribute to a sustainable economy, it is not only a matter of technical innovations, but above all of adapting value creation networks and realizing new sustainable business models. SCIEs activities aim to anchor the knowledge gained in these fields in the three pillars of practice-oriented research, teaching and further education both at our university and in our regional and (inter)national network.

3.1.1 Focus Group "Innovation & Impact Excellence"

Increasing competitive pressure, technological disruptions, and changing customer demands are constantly presenting companies with new challenges - also in terms of sustainability and impact. To stand out in this dynamic field of tension, companies must continuously improve their innovation management.

In the cross-sector focus group "Innovation Excellence", which exists since 2015, practitioners and researchers discuss how companies can successfully exploit their innovation potential.

In 2022, the group focused on the topics of Innovation Accounting as well as Innovation Marketing & Communication. Within the two workshops, hosted at Gründungsfabrik Rheingau and at the headquarter of Seibert Media in Wiesbaden, the current state of research of the respective focus topics was presented, followed by exciting and insightful contributions from the field, which provided additional impetus.

We would like to take this opportunity to thank our participants for their expert insights, which were the starting point for exciting discussions.

3.1.2 Zukunft Innenstadt Oestrich-Winkel

City centers are important places for social life and coming together, which is why their sustainable strengthening and revitalization is the declared goal of the Hessian state program "Future City Center".

In 2021, 110 municipalities were included in the Hessian program, including Oestrich-Winkel. The selected cities and communities received funding for particularly innovative and sustainable measures to revitalize the city centers and town centers.

The funding from the state program "Future Inner City" is used in our city to set new impulses for social life in Oestrich-Winkel with courage and the joy of experimentation.

Under #ZukunftOestrichWinkel – STADT GEMEINSAM GESTALTEN, we are bringing together innovative ideas and implementing selected projects by the end of 2023 that will revitalize our town centers and have real added value for social interaction in our town. Together with the REMI-team the SCIEE-team is currently supporting Oestrich-Winkel in this endeavor with the goal to make "OeWi" a more attractive place for the future.



3.1.2. Gründungsfabrik Rheingau

Gründungsfabrik Rheingau is the first joint project of the Geisenheim University of Applied Sciences and the EBS Universität für Wirtschaft und Recht in cooperation and is supervised by our Strascheg Center for Impact in Innovation and Entrepreneurship (SCIIE).

Since March 2020, this initiative, which is funded by the EXIST-Potentiale-Program of the Federal Ministry of Economics and Climate Protection, has been supporting start-ups at the two universities together with regional and national partners. All services – start-up, scholarship and referral advice, coaching, programs, events & co-working spaces – are available to students, staff and alumni at all times.














A special focus of Gründungsfabrik Rheingau lies on sustainable- and social entrepreneurship, as the following events and formats, which have all taken place in 2022, show:

3.1.2.1 Founder Lecture Series

This open lecture series on the topic of entrepreneurship business start-ups takes place every week as an introductory program for people interested in starting a business, with or without a concrete idea.

For 90 minutes, experts from the field present and discuss topics relevant to start-ups. This program is primarily aimed at students with a general interest in the topic. Founders and guests from outside the universities are always welcome.

At the beginning of the lecture series, only EBS and HGU were involved. We were able to expand this circle and are now working together with 13 partners to strengthen the Rhine-Main entrepreneurship ecosystem.

	(startUp Labs of) Universities			startUp Hubs
Wiesbaden				
Mainz				
Rheingau				
Frankfurt am Main				
Darmstadt				

3.1.2.2 Drink Innovation Challenge

Together with experts in beverage research and sustainability, Gründungsfabrik Rheingau invited students, employees and alumni from both universities to take part in the "Drink Innovation Challenge 2022" (DIC) ideas competition. Under the motto "Your Drink comes true", innovative, sustainable and alcohol-free beverage innovations were sought ... and found.

On June 14, 2022, the winners were selected in the final pitch event. Six presentations. A neck-and-neck race. By a hair's breadth, "2nd ONE" with a drink based on brewer's grains beat "Äppeltied" and "Thai Tonic". The winners are Elvira Bechtold and Monika Cerniauskaite.



3.1.2.3. Social & Sustainability StartUp Challenge

The goal of the Sustainability StartUp Pitch Competition was to showcase talented teams and their start-ups in the field of sustainability. Five pre-selected teams pitched in front of a jury and competed for prizes of €2,500 (1st place), €1,500 (2nd place), €1,000 (3rd place) and €500 (4th and 5th place respectively). Of particular interest to us were topics such as the circular economy and resource conservation. We thank our main sponsor cosnova, the company behind the essence and Catrice brands. The pitch event took place during the Impact Week in Frankfurt. In the future, we would like to organize further pitch competitions with strong partners.



3.1.2.4. Rheingauer Gründungspreis

Within the context of our third Rheingau Start-Up Award we were looking for start-ups with innovative and extraordinary ideas and business models.

Students, alumni and employees of HGU or EBS or people with ideas from the Rheingau-Taunus area who deal with ecological, innovative, social or societal issues in an entrepreneurial way could apply for the price.

For the first time - after two years under the mark of Corona – the final of RGP22 has taken place in a large plenum. This year on November 28, 2022, in the "new forum" of the EBS University in Oestrich-Winkel. In three categories, the best teams from the application phase tried to convince the jury from business, research and education of their ideas in final pitches and in the end win one of the 9 prizes totaling 9,000 EUR.



3.1.2.5. Power-Workshop for Female Entrepreneurs

Have you ever wondered:

- / Why there haven't been so many women establishing their businesses?
- / What features distinguish female founders from their male counterparts?
- / How female traits can positively influence the international business scene?
- / How to turn female characteristics traditionally perceived as drawbacks, into a source of strength?
- / How women entrepreneurs stay on top of the situation in the highly volatile times?

The Gründungsfabrik Rheingau team's experience, combined with scientific evidence on women founding and running businesses slightly different than their male colleagues, prompted a need to organise a workshop where female participants could freely discuss topics and challenges close to their hearts and answer the above questions.

Gründungsfabrik Rheingau has been very excited to announce in autumn 2022 a creation of a new format – an intensive, three-day power-workshop designed for female founders and entrepreneurs. The Power-Workshop for Female Entrepreneurs took place between 17th and 19th November 2022 at Gründungsfabrik Rheingau. Two trainers, female team members of the Gründungsfabrik Rheingau – Alexandra Wagner-Third and Olga Karpiuk – were accompanied by participants consisting of aspiring, as well as experienced founders and entrepreneurs bound either with EBS University or Hochschule Geisenheim University. A number of influential guest speakers from different stages of life and representing practical & academic perspective enriched a workshop designed around discussions, practical exercises, and agile methods, e.g., Lego Serious Play. Discussed topics included:

- / Female founders' skillset and mindset: how to cherish strengths and turn weaknesses into success factors?
- / Pitch training: what makes women good on stage?
- / Networking and female empowerment: how to make valuable connections and forge long-lasting cooperation?
- / Self-management: how to compassionately manage yourself around the clock?



The workshop included a “Fuck-up-night” event on 17th November, 2022, at Gründungsfabrik Rheingau, during which entrepreneurs shared their failure-stories with the wider audience from the region.



Very positive feedback from the participants combined with truly inspiring speakers and engaging workshop methods provided a format worth exploring in the upcoming years.

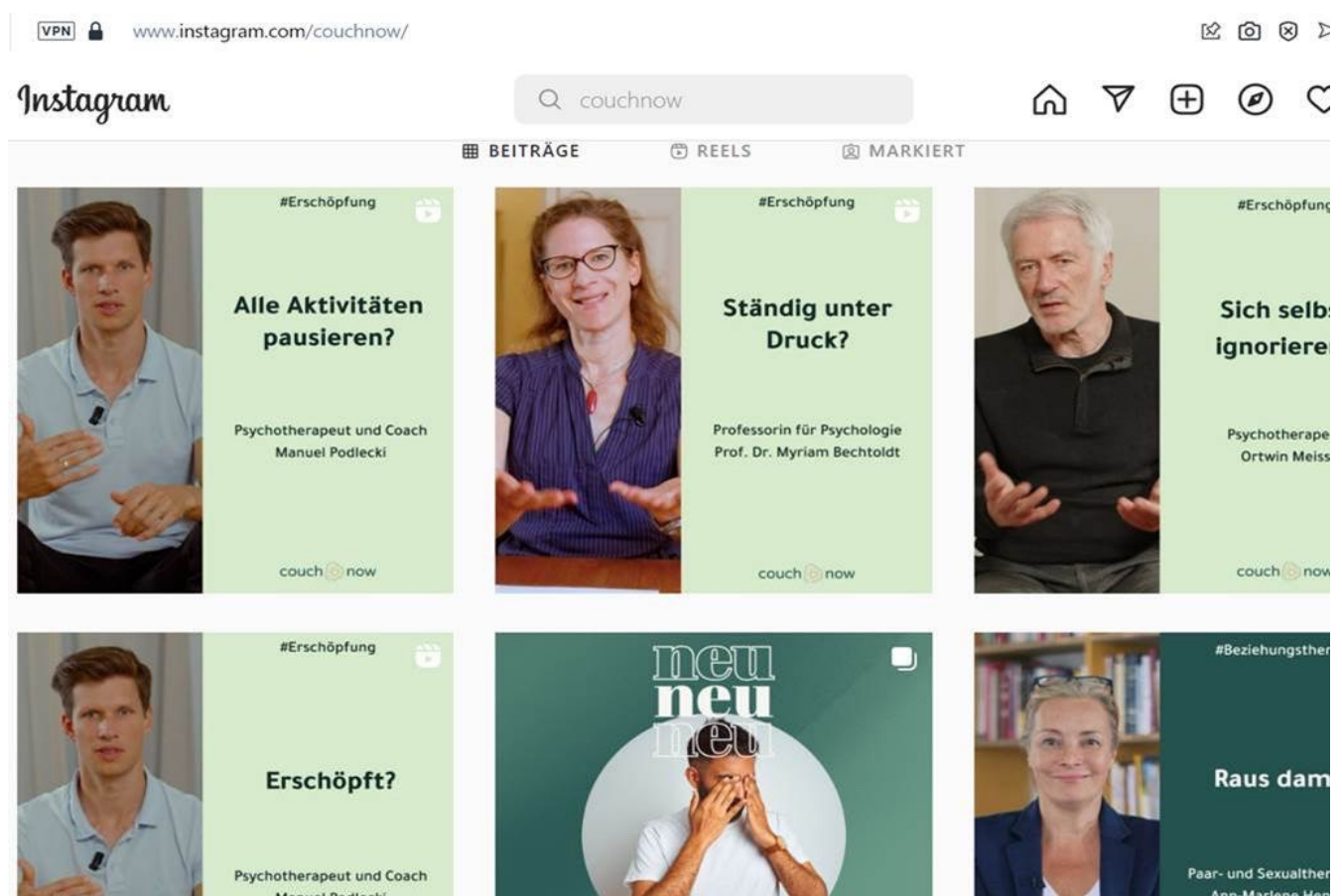
3.2 Couch:now – mental health support

The waiting time for psychotherapy in Germany is several months – a circumstance that prolongs psychological suffering and can further aggravate health impairments.

The start-up company Couch:now (www.couchnow.com) aims to remedy this situation: It is a video platform for mental health and is aimed at people who are waiting for a place in therapy and want to bridge the time until then, but also at anyone else who simply has questions about certain life issues.

On the platform, proven experts provide help on very different topics in professionally made videos.

Prof. Dr. Myriam Bechtoldt was one of the experts invited to make videos on topics from the world of work, such as challenges for women in leadership positions, dealing with stress and emotional intelligence.



3.3 European Parliament – Climate Change communication

The European Parliament regularly organizes summer schools for European journalists.

In 2022, the EU invited Prof. Dr. Myriam Bechtoldt, member of Psychologists for Future (Psy4F), to Brussels to talk about climate change communication in the media: "Journalism and climate change: how to tell complex stories?"

The talk received much positive feedback and led to a radio interview with Bulgarian National Radio.



3.4 Center for Business Ethics (ZFU)

Look back:

Teaching

EBS/ZFU Service Learning Projects range from direct Services (Mentoring, Caring, and Supporting of lesser privileged people with local welfare), and indirect services (Consulting and Fundraising for NGO´s), to advocacy projects (Marketing and Social Media) on a local and global level.

Students can serve the common good with their hands, hearts and minds in this program. They learn how communities work, what kind conflicts and challenges they face and how to take on responsibility for getting things done on a local level. In their essays they have to evaluate, analyse and interpret the outcomes of their project on a scientific basis and with regard to the Sustainable Development Goals (SDGs) and UN Global Compact.



In 2022, about 160 students were enrolled in 24 projects in local child-care facilities, senior homes, places for homeless and people with lesser abilities, refugee camps and foodbanks and international help projects. On a global level we expanded our partnership program with students from Makerere University in Kampala. 4 bi-national teams of about 6 students from each university are now supporting 3 NGO´s in Uganda in the area of education, nutrition, health and water. Besides deepening their already acquired skills by contributing to the communities the students also benefit from peer-to-peer coaching and gaining valuable insights into the conditions for studying in Germany and Uganda.

Research

In the beginning of 2022 we started to compose a comprehensive guide on how to reflect Service experiences. The Service Learning Reflection Kit of EBS ZFU can now be downloaded on our collaborative working space at <https://padlet.com/marcuskreikebaum/j4s0uqr1weahwaih>

From September 27–29, 2022, we participated in the 9th Responsible Management Education Research (RMER) Conference in Innsbruck, Austria, with a paper on Food-Related Challenges and Lessons Learned from a Co-curricular Service Learning Program with foodbanks. We also initiated a round table on the issue of engaging schools at foodbanks with the Bundesverband der Tafeln and the University of Halle/Wittenberg.

On Nov 30th, 2022, we participated in an international discussion on Service Learning as a possible means for the recovery of Ukraine with the Ukraine Catholic University in Lviv. This Session was streamed on the UCU Youtube channel and can be viewed at <https://www.youtube.com/watch?v=pxLUASlyfko>

Look ahead:

For 2023, we plan to set up a second global partnership program with colleagues and students from universities of Ukraine and other international universities. We also plan to publish a series of articles on the prism of reflections of Service experiences from foodbanks and other areas of service for the common good and hope to expand the service learning program on the Master's level.

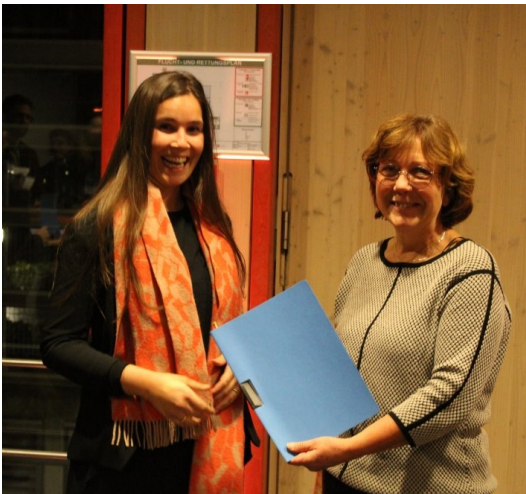
3.5 German Environmental Foundation

Look back:

In July 2022, Carina Keller received a three-year PhD scholarship from the German Environmental Foundation for her dissertation titled "Emotions in the climate crisis – An explanatory framework of psychological barriers to climate action in the civil society and corporate context".

Thanks to the scholarship, Carina can fully focus on her PhD projects and received additional funding to carry out an experimental study in the Mainz Behavioral and Experimental Laboratory.

Together with her first supervisor, Prof. Dr. Myriam Bechtoldt, and her colleagues from the Chair of Public and Behavioral Economics from Johannes Gutenberg-University Mainz, she conducts a laboratory experiment on the role of emotions and physiological stress responses on climate engagement behavior.



Look ahead:

For 2023, Carina plans to finish some of her first PhD projects.

Next to the experimental study, she will finalize her ethnographic case study of a German energy company on corporate climate risk perception and sensemaking.

Moreover, Carina runs a longitudinal qualitative study with sustainability managers to study how they cope with the climate crisis in their corporate role and which conflicts occur over time.

Next to the research projects Carina will join seminars offered by the German Environmental Foundation which are part of the PhD scholarship program and aims to organize a research colloquium together with her colleagues from the PhD program in the field of environmental psychology and sociology.

3.6 Concept for a Social and Sustainability Start-Up Hub in Wiesbaden

Based on a comprehensive analysis of the current state of the local and regional start-up scene and a benchmark of German and European best practices, the EBS Universität für Wirtschaft und Recht (EBS Impact Institute & Gründungsfabrik Rheingau), together with the competence center of the RKW Rationalisierungs- und Innovationszentrum der Deutschen Wirtschaft e.V. (RKW Kompetenzzentrum) and the Social Entrepreneurship Network Deutschland e.V. (SEND) developed a detailed concept for the design and establishment of a Social and Sustainability Start-up Hub for the state capital Wiesbaden. The Hub could help shape the entrepreneurial culture in Wiesbaden toward sustainability and social enterprises.

The Social and Sustainability Start-Up Hub Wiesbaden should offer a space to realize innovative, sustainable, and social business ideas. This room should inspire, motivate, qualify, and strengthen impact founders to have a sustainable impact. Interviews conducted with essential stakeholders in Wiesbaden, in Germany, and abroad, during the development of the concept have clearly shown that there is start-up potential with a focus on sustainability and social issues in Wiesbaden, which is currently not fully exploited.

4 Research Projects and Publications

4.1 Research project on the paralysis of perceived power(lessness) wins GRONEN Best Paper Award

The paper called "The paralysis of perceived power(lessness) – How emotional tensions influence corporate climate action", co-authored by Carina Keller, Myriam Bechtoldt and Karin Kreutzer, won the Best Paper Award at the GRONEN conference.

Based on an ethnographic case study, the authors explore how intra-individual emotional tensions influence the externally visible corporate sustainability transformation process over time. They find that emotional tensions emerge from paradox corporate role expectations and emotional display rules which compete against corporate actors' true emotions and beliefs about climate change. Based on a dynamic leader-follower-interaction model the authors show how the leaders' emotional display affects the perceived sustainability commitment and sustainability action of followers over time. They find that emotional dissonance fosters the delegation of responsibility to act against climate change to authorities with more perceived power.

The Group for Research on Organizations and the Natural Environment (GRONEN) is an international network of engaged scholars researching various dimensions of management and the natural environment. GRONEN conferences aim to advance relevant and strong research and to encourage innovative thinking on organizations and the natural environment. The 2022 GRONEN conference took place in Amsterdam and was hosted by Amsterdam Business School (ABS). Carina presented the paper at the Doctoral Consortium and at the Impact Panel Paper Session at GRONEN conference.



4.2 ESG Strategies of Private Equity Investors

The role of impact and sustainability in the Private Equity and Venture Capital space is very under-explored, despite the key role that those sectors play for growing the innovations and start-ups that will be crucial for achieving sustainable development.

Prof. Dr. Ulrich Hommel, Prof. Dr. Falko Paetzold, and doctoral candidate Noah Bani-Harouni are exploring the ESG strategies of private equity investors. This project is conducted in close collaboration with the private equity practice group of EY-Parthenon.

Building on PitchBook, RepRisk and UN PRI data, the project team compiled a comprehensive dataset of European buyout investors and their ESG strategies, comprising fund-level financial return metrics, ESG ratings of portfolio companies as well as in-depth data on the operational ESG activities.

The research team found evidence that there is a strong, positive relationship between the financial returns of PE/VC funds and ESG transformations of their portfolio companies. In addition, the study examined what operational levers at the private equity houses impact ESG footprints of portfolio companies. There are three key takeaways: (1) responsibility over ESG management should be at the private equity house, not with portfolio company management teams, (2) having comprehensive ESG value enhancement plans in place pays off for VC/PE funds and (3) rigorous ESG impact controlling is an essential step for successful ESG transformations of portfolio firms.

Together with their project partners at EY-Parthenon (Johannes Zuberer, Victor Linß), the research team published an article about these findings in the journal ESGZ – Fachzeitschrift für Nachhaltigkeit und Recht. To further understand the aforementioned operational levers, EBS University and EY-Parthenon are jointly running a survey with private equity investment professionals. The report is published in 2023.



4.3 South-North Cooperation in Social Enterprises in Uganda

Carina Keller and Vera Schwarzmann conducted an ethnographic case study in Uganda between October and November 2022.

The project was funded by the EBS research fund. The study intends to directly contribute to the mission of EBS Impact Institute, as it aims to better understand which forms of south-north partnerships are the most effective to foster the achievement of the Sustainable Development Goals (SDGs) and how potential tensions between the global south and north can be overcome.

The study addresses the question of whether global south-north collaborations in social entrepreneurship can meet the SDGs or if they foster inequality due to the historically nested neo-colonial structures.

Studying barriers and solutions to sustainable development in Sub-Saharan Africa requires not only an interdisciplinary approach but also intercultural cooperation. The group therefore collaborates with Dr. Anthony Tibainanga from Makerere University, Kampala. During the fieldwork the group was able to conduct over 40 interviews, eight focus group discussions, and extensive ethnographic observations.



4.4 EBS goes EGOS

“Organizing: The Beauty of Imperfection” was the theme of the 38th EGOS (European Group for Organizational Studies) Colloquium at WU Vienna from July 7–9, 2022. We are very proud that many Impact Institute members presented their work in various sub-themes.

Carina Keller, Myriam Bechtoldt, and Karin Kreutzer presented their paper “The paralysis of perceived power(lessness) – How emotional tensions influence corporate climate action” in the sub-theme “Balance in an Unbalanced World: Understanding Competing Demands through Paradox Theory.”

Katja Friedrichs and Karin Kreutzer presented their paper “How do social enterprises survive the Covid-19 crisis despite limited financial slack: A tale of learned resilience” in the sub-theme “Embracing and Nurturing Imperfections for Resilient Individuals, Organizations, and Societies.”

In addition to the presentation, we congratulate the team for being nominated for the Best Student Paper Award.

Violetta Sulzbach, Falko Paetzold, and Karin Kreutzer presented their paper “Accelerator or Obstacle: Organizational Responses to the Adoption of the Operating Principles for Impact Investing” in the sub-theme “Valuation and Critique in the ‘Good Economy’.”

Vera Schwarzmann attended the Pro-Colloquium PhD Workshop with her work on age diversity in volunteer teams co-authored by Karin Kreutzer and Katrin Merfeld.

Finally, we are incredibly proud and congratulate **Patricia Helena Hein and Shahzad Ansari**, who won the Best Paper Award 2021 with their paper “Experiencing Time like Groundhog Day? Uncovering the Morality of Time and Temporality in End-of-life Care”.

We are looking forward to EGOS 2023 in Cagliari, Italy.

Impressions from the EBS team at EGOS:



4.5 The handbook “Social Innovation and Social Enterprise” is published now

In Karin Kreutzer’s chapter titled “The Adoption of Managerialist Practices in Social Enterprises”, she shed light on the opportunities and risks of social mission-driven organizations adopting managerial practices.

She suggests that the translation of management practices to fit the specific context of social enterprises may alter the practice and transform the organization itself, eventually resulting in a more dominant commercial orientation.



The book is edited by Antonio Vaccaro and Tommaso Ramus. Other authors who contributed to this volume include Marya Hill-Popper Besharov, Anne-Claire Pache, Anne-Laure Fayard, Marco Galo, Anna Derék, Stefano Brusoni, John Almandoz, Yih-Teen Lee, Miguel Pina e Cunha, Miguel Alves Martins, Arménio Rego, Ricardo Zozimo, Christina Hertel, Sophie Bacq, Tom Lumpkin, Francesca Capo, Francesco Rullani, Clodia Vurro, and Tina Dacin.

4.6 The City Talks: A Sneak Peek into India’s 100 Smart Cities Mission

Look back:

The world is urbanizing faster than ever. It is estimated that the world population is expected to swell by 2.5 billion people in 2050, out of which the biggest urbanization boom will occur in the small and medium sized cities (SMCs) of Africa and Asia.

The research of Pratibha Singh, Research Assistant & Doctoral Candidate, focuses on examining the role of those cities. While cities are adopting strategies to counter urban challenges, the “smart cities” mission has emerged as a global phenomenon. As per the OECD, “smart city” entails “initiatives or approaches that effectively leverage digitalisation to boost citizen well-being and deliver more efficient, sustainable and inclusive urban services and environments as part of a collaborative, multi-stakeholder process”.

Specifically, the research of Ms. Singh aims to investigate the dynamic, unexplored, and understudied environment of smart city processes in small and medium-sized cities in India.

Using the example of Indore (medium-sized smart city) and Satna (small-sized smart city), Ms. Singh explores the two-way relationship between smart cities and entrepreneurship as well as the strategies deployed to promote entrepreneurial growth streamlined to assist smart city processes. Situating the local entrepreneurial context in these two cities could be advantageous to businesses, the public sector, academic institutions, policy makers, and the citizens. This research can offer good insights in outlining the role of smart city strategies in entrepreneurship oriented towards achieving smart city outcomes

To facilitate this process, connections have been established with the city administration, smart city offices, smart city incubation centers, national as well as regional nodal agencies responsible for smart cities and entrepreneurship and national missions to understand the evolution and interaction of smart city processes with entrepreneurship.

Look ahead:

Business schools such as the EBS University of Business and Law are strategically placed to meaningfully contribute to the sustainable management and development in cities. Equipped with the resources and supervision at EBS, Ms. Singh intends to explore further strands of the smart cities mission in India. The project will investigate other strands of smart cities such as climate smart programs and nature-based solutions. The smart cities have been under criticism for its lack of human-centric approach. Therefore, going forward the project looks at innovative policies and programs run by cities to support “smart communities” and collaborative processes in establishing inclusive and smart cities.

To pursue this further, Ms. Singh is currently in the process of interacting with relevant institutions such as the National Institute of Urban Affairs, World Resources Institute, GIZ and the Kochi city to understand the logics and dynamics of deploying climate smart strategies and measures to bring back nature to the cities.



4.7 Impact via Family Firms and via B Corp Certification

Look back:

Since the year 2015, Prof. Dr. Falko Paetzold is running training programs for members of ultra high net worth (UHNW) families that want to deploy their assets for sustainable development. Two key topics kept coming up; topics that could drive substantial impact yet where knowledge is still lacking.

First, how can members of families that control large amounts of capital, but also businesses, use their position to drive those firms to sustainability in line with their capital; what are key barriers, solutions, mechanisms, processes?

Second, how can the owners of substantial wealth utilize standards like the B Corp certification to drive their family firms, investees, and investment vehicles towards sustainability?

Throughout the years 2021 and 2022, Prof. Dr. Falko Paetzold, Prof. Dr. Matthias Waldkirch and Prof. Dr. Karin Kreutzer developed project proposals to tackle those topics and are happy to announce their implementation from January 2023 onwards together with excellent partners.

Project 1: Impact via Family Firms

Why:

1. Many members of business families want to advance impact and carbon reduction in their family firms, together with their investment capital and philanthropy.
Yet, changing the organization toward impact is often complicated by path-dependencies in the family business and dynamics within the owner-family.
2. We lack sufficient insights on the success factors in this complex issue.
3. Particularly how members of such families are able to utilize, change, or break path-dependencies is important to understand for fostering impactful change.

How:

- The project aims to have outsized impact in science and practice:
1. 1 PhD, 3 years (ca. '23-'26)
 - ✓ 3 scientific articles
 - ✓ 5 media-, webinar-, public outreach pieces on average per year
 - ✓ 1 practitioner report and/or workshop module p.a.
 2. Partners join the EBS Entrepreneurship & Family Firm Institute partners board (Kuratorium)
 3. Integration of the project into the work of the Center for Sustainable Finance and Private Wealth (CSP)
 - ✓ Systematically communicating project findings across the wealth management community globally.
 - ✓ Integration into workshops and programs with wealth owners and wealth managers globally.

Who:

Research team:



Sophia Jungk,
PhD candidate

6th gen family member Juwö
Poroton Werke (CO2-heavy bricks
production)

Previously: Student Research
Assistant, EBS Entrepreneurship &
Family Firm Institute, incl. Msc
thesis on "Carbon reduction path-
dependencies in family firms";
National University Singapore;
Volksbank; EY



Falko Paetzold,
Assistant Prof. in Social Finance,
Co-Head EBS Impact Institute,
Director, CSP UZH



Matthias Waldkirch,
Associate Prof. in Entrepreneurship
& Innovation in Family Businesses,
Director Entrepreneurship & Family
Firm Institute (EFFI)

Program Partners:



Christina Flügel,
Roles include: CSP alumni;
Supervisory Board
MAST-Jägermeister SE



Stephen Brenninkmeijer,
Roles include: Willows
Investments; Econnex Investor;
World Resources Institute; toniic

Project 2: Impact via B Corp

Why:

- / The B Corp movement has arrived in Germany and attracted a lot of attention.
- / The B Corp certification allows measuring a company's entire social and environmental impact.
- / Certified B Corps become leaders in the global movement for an inclusive and sustainable economy.
- / Private investors seek a framework to drive their family firms, (multi) family offices, banks and investees to corporate sustainability – but lack a framework to do so. The B Corp framework could possibly provide that framework.

How:

- The project aims to have outsized impact in science and practice:
1. 1 PhD, 3 years (ca. '23-'26)
 - / 3 scientific articles
 - / 5 media-, webinar-, public outreach pieces on average per year
 - / 1 practitioner report and/or workshop module p.a.
 2. Integration of the project into the work of the Center for Sustainable Finance and Private Wealth (CSP)
 - / Systematically communicating project findings across the wealth management community globally.
 - / Integration into workshops and programs with wealth owners and wealth managers globally.

Who:

Research team:



Lara Kaulfuss,
PhD candidate
Previously: Student Research Assistant, EBS Entrepreneurship & Family Firm Institute; BNP Paribas; PWC



Falko Paetzold,
Assistant Prof. in Social Finance,
Co-Head EBS Impact Institute,
Director, CSP UZH



Karin Kreutzer,
Professor in Social Business,
Head EBS Impact Institute,
Vice Dean Research

Program partners:



ALV Foundation



B Lab Deutschland

Look ahead:

With both PhD candidates having started in January 2023, the teams are now moving forward in the implementation of the projects. The first phase is the assessment of the respective literature, development of suitable research questions, and the subsequent detailed planning and execution of implementation plans.

4.8 Publications 2022

- BANI-HAROUNI, N., HOMMEL, U., REICHE, E., ROBERS, D. I., BLUME, T.** (2022). Governance von Corporate-Venture-Capital- Investitionen. Stellschraube für den Unternehmenserfolg? *Corporate Finance*, 07-08, pp. 236-240.
- DAMBERG, S., HARTMANN, J., HEESE, S.** (2022). Does bad press help or hinder sustainable supply chain management? An empirical investigation of US-based corporations. *International Journal of Production Economics*, 249, 108504. doi:10.1016/j.ijpe.2022.108504.
- ECKERT, C., HOHBERGER, J.** (2022). Addressing Endogeneity without Instrumental Variables: An Evaluation of the Gaussian Copula Approach for Management Research. *Journal of Management*, 1-36. doi:10.1177/01492063221085913.
- ECKERT, C., VAN HEERDE, H., WETZEL, H., HATTULA, S.** (2022). Spotlight Personnel: How Hiring and Turnover Drive Service Performance versus Demand. *Journal of Marketing Research*, 59 (4). doi:10.1177/00222437211068049.
- EGGERT, J., HARTMANN, J.** (2022). Sustainable supply chain management – a key to resilience in the global pandemic. *Supply Chain Management: An International Journal*. doi:10.1108/SCM-10-2021-0463.
- EICHINGER, M., BECHTOLDT, M., BUI, I. T. M., GRUND, J., KELLER, J., LAU, A. G., ... HEINZEL, S.** (2022). Evaluating the Public Climate School—A School-Based Programme to Promote Climate Awareness and Action in Students: Protocol of a Cluster-Controlled Pilot Study. *International Journal of Environmental Research and Public Health*, 19 (13), 8039. doi:10.3390/ijerph19138039.
- GOCHMANN, V., STAM, D., SHEMLA, M.** (2022). The boundaries of vision communication—The effects of vision-task goal-alignment on leaders' effectiveness. *Journal of Applied Social Psychology*, 52 (5), 263-276. doi:10.1111/jasp.12855.
- HARTMANN, J., BENOIT, S., SICHTMANN, C., WETZELS, M.** (in press). The Differential Effects of CSR and CSI on Consumer Willingness to Pay: Implications for Service Providers and Retailers. *Journal of Service Management Research*, 6 (2/2022).
- HARTMANN, J., FORKMANN, S., BENOIT, S., HENNEBERG, S. C.** (in press). A consumer perspective on managing the consequences of chain liability. *Journal of Supply Chain Management (formerly: International Journal of Purchasing and Materials Management)*, 1-32. doi:10.1111/jscm.12279.
- HARTMANN, J., INKPEN, A., RAMASWAMY, K.** (2022). An FsQCA exploration of multiple paths to ecological innovation adoption in European transportation. *Journal of World Business*, 57 (5), 101327. doi:10.1016/j.jwb.2022.101327.
- HARTMANN, J., INKPEN, A., RAMASWAMY, K.** (2022). The oil and gas industry: finding the right stance in the energy transition sweepstakes. *Journal of Business Strategy*, 43 (1), 17-27. doi:10.1108/JBS-07-2020-0156.
- HEEB, F., KÖLBEL, J., PAETZOLD, F., ZEISBERGER, S.** (2022). Do Investors Care about Im-pact?. *The Review of Financial Studies*, 00, 1–51. doi.org/10.1093/rfs/hhac066
- HEIN, P., ANSARI, S.** (2022). From Sheltered to Included: The Emancipation of Disabled Workers from Benevolent Marginalization. *Academy of Management Journal*, 65, 749–783. doi:10.5465/amj.2020.1689
- JAROCINSKA, E.** (2022). Discretionary Grants and Distributive Politics: Evidence from Spain. *Comparative Economic Studies*.
- KLEIN, J.-F., MERFELD, K., WILHELMS, M.-P., HENKEL, S., FALK, T.** (2022). Buying to share: How prosumption promotes purchases in peer-to-peer asset sharing. *Journal of Business Research*, 143, 171-183. doi:10.1016/j.jbusres.2022.01.047.
- KRAGL, J., PALERMO, A., XI, G., BLOCK, J.** (in press). Hiring Family or Non-Family Managers When Non-Economic (Sustainability) Goals Matter? A Multitask Agency Model. *Small Business Economics*.
- KREUTZER, K.** (2022). On the Discursive Construction of Social Entrepreneurship in Pitch Situations: The Intertextual Reproduction of Business and Social Discourse by Presenters and Their Audience. *Journal of Business Ethics*. doi:10.1007/s10551-022-05161-7.
- NIENDORF, E., KREUTZER, K., & DIEHL, M.-R.** (2022). Switching From Corporate to Nonprofit Work: Career Transitions of Commercially Imprinted Managers. *Nonprofit and Voluntary Sector Quarterly*, forthcoming.
- NIENDORF, E., KREUTZER, K., KARNA, A.** (2022). Organisational Responses to Social-Business Tensions in Social Entrepreneurship: Findings from the Scaling up of an Affordable Housing Finance Firm in India. *Journal of Social Entrepreneurship*, 1-29. doi:10.1080/19420676.2022.2152858 .
- PAETZOLD, F., BUSCH, T., UTZ, S., KELLERS, A.** (2022). Between impact and returns: Private investors and the sustainable development goals. *Business Strategy and the Environment*. doi:10.1002/bse.3070.
- WANG, B., ANDREWS, W., BECHTOLDT, M., ROHRMANN, S., DE VRIES, R. E.** (2022). Validation of the Short Clance Impostor Phenomenon Scale (CIPS-10). *European Journal of Psychological Assessment*. doi:10.1027/1015-5759/a000747.

5 Media Contributions

In 2022, the members of the Impact Institute had substantial reach through publications in print, TV, and all forms of media. Summary of the (German) overall evaluation:

130

Meldungen

63,7

Mio.

Reichweite

Top Medien

Anzahl der Meldungen

handelsblatt	5
itit prof	4
my news channel	4
news online 24	4
news blast	4
deutscher presseindex	3
frankfurter allgemeine zeitung online	3
handelsblatt online	3
industriebox	3
presse box (en)	3

Reichweite

tagesschau.de	11.874.666
n-tv online	10.230.097
welt online	9.575.385
frankfurter allgemeine zeitung online	7.029.605
handelsblatt online	3.002.614
finanzen.net	2.573.883
handelsblatt	2.513.038
suddeutsche zeitung online	2.048.861
srf 1 nzz format	1.842.200
frankfurter allgemeine sonntagszeitung	1.713.258

What follows are examples for the publication activities of selected members.

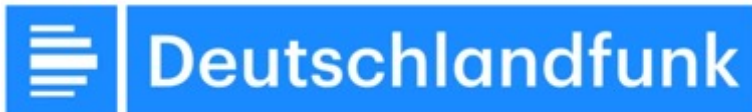
5.1 Karin Kreutzer on Social Business

The German radio station Bayern 2 featured Social Entrepreneurship with Prof. Dr. Karin Kreutzer as an expert guest. She talked about the challenges Social Businesses face in Germany.

Karin Kreutzer also talked to German radio station Deutschlandfunk about social entrepreneurs navigating the Covid-19 crisis. She explained how social entrepreneurs have been hit hard but at the same time proved to be surprisingly resilient. To put it in the words of one of the interviewees: "Crisis is nothing unusual but permanent for us." A big thank you goes to Markus Sauerhammer and colleagues at Social Entrepreneurship Netzwerk Deutschland e.V. for their terrific support of our research project. Listen to the clip (German only): <https://lnkd.in/dtaAUWQZ>

EBS EXPERTS: KARIN KREUTZER ON SOCIAL ENTERPRISES ON DEUTSCHLANDFUNK RADIO

10 March 2022 | By: Violetta Sulzbach, Research Assistant Impact Institute



28.3.22: Karin Kreutzer in German newspaper Handelsblatt on Social Entrepreneurship:

<https://www.handelsblatt.com/technik/it-internet/ukraine-krieg-mit-diesen-ideen-unterstuetzen-gruender-gefluechtete-ukrainer/28188272.html>

EBS EXPERTS: KARIN KREUTZER ON SOCIAL ENTERPRISES FOR UKRAINE IN HANDELSBLATT

30 March 2022 | By: Violetta Sulzbach, Research Assistant Impact Institute



5.10.22: Frankfurter Allgemeine Zeitung:

<https://www.faz.net/aktuell/karriere-hochschule/karrie-was-bringt-mir-ein-berufliches-netzwerk-fuer-frauen-18352768.html?premium=0x7826e11bdd64674b8babc1a1aac02e13&GEPc=s9>

DIE KARRIEREFRAGE

Was bringt mir ein Netzwerk für Frauen?

VON NADINE BÖS - AKTUALISIERT AM 05.10.2022 - 10:14



Prof. Dr. Karin Kreutzer was also featured in an interview about female networking in the magazine finanzielle:



5.2 Myriam Bechtoldt on the topic of climate, impostor syndrome, and emotional intelligence

Prof. Dr. Myriam Bechtoldt is cited in a contribution for ZDF heute. Global warming can hardly be reversed and its consequences are becoming increasingly clear in the form of climate-related natural disasters. In order to stop global warming, at least to some extent, people must change their behaviour in the long term.

WDR, Gossip: Warum Tratsch sozial nützlich sein kann. WDR 5 (Nov. 22, 2022). <https://www1.wdr.de/mediathek/audio/wdr5/wdr5-neugier-genuegt-freiflaeche/audio-gossip-warum-tratsch-sozial-nuetzlich-sein-kann-100.html>

Frankfurter Allgemeine Sonntagszeitung. Man lernt nie aus. Beruf und Chance, p. 55 (Oct. 23, 2022)

Spotify, Man lernt nie aus, Das Impostor-Phänomen, Spotify, <https://lnkd.in/edTuv46G> (Oct. 2022)

www.mindfulife.de, About the Mind. Achtsamkeit und existenzielle Herausforderungen, Podcast no. 39., <https://www.mindfulife.de/podcast-about-the-mind/> (Sept. 2022).

Bulgarisches Nationalradio (BNR), Тя на трета степен - Трудно ли е да опазим природата, https://soundcloud.com/bnrpodcasts/tya-na-treta-stepen-trudno-li-e?in=bnrpodcasts/sets/tya-na-treta-stepen&utm_source=clipboard&utm_medium=text&utm_campaign=social_sharing (July 20, 2022).

NDR-Info, Klimaschutz – vom Bürger aus gedacht. Wissen, <https://www.ndr.de/nachrichten/info/Klimaschutz-vom-Buerger-aus-gedacht>, <https://www.ardaudiothek.de/episode/wissen/klimaschutz-vom-buerger-aus-gedacht/ndr-info/10635701/> (July 6, 2022).

Frankfurter Allgemeine Sonntagszeitung, Neues vom Weltuntergang. Feuilleton, p. 39. (June 26, 2022).

Bayern 2, Zündfunk-Generator, Emotionen überall – warum Psychologie kein Tabu mehr ist, <https://www.br.de/mediathek/podcast/zuendfunk-generator/emotionen-ueberall-warum-psychologie-kein-tabu-mehr-ist/1858116> (June 23, 2022).

Ingenieur.de, Emotionale Intelligenz im Job: Wie Sie einen hohen EQ bekommen (Juni 2022), <https://www.ingenieur.de/karriere/schlueselqualifikationen/emotionale-intelligenz-im-job-wie-sie-einen-hohen-eq-bekommen/>

neue energie, Der Weltuntergang naht – oder vielleicht auch nicht (Feb. 2022).

Die Welt, Die Panik, nicht zu genügen, ist ein stetiger Begleiter (Feb. 11, 2022), <https://www.welt.de/vermishtes/plus236811071/Hochstapler-Syndrom-Die-Panik-nicht-zu-genuegen-ist-ein-stetiger-Begleiter.html>

5.3 Julia Hartmann on the Supply Chain Act

In 2021, Germany has enacted a Supply Chain Due Diligence Act. In 2022, the European Union announced its own plans of a similar law. The version discussed at the European level is broader in terms of the type of firm that will need to comply and the requirements. Julia Hartmann, Professor for Management and Sustainability, and a leading expert in the field of sustainability in supply chains and logistics, has frequently been invited to explain the planned legislation, to highlight key differences across the two versions and to clarify what companies will face. Selected examples:

n-tv, "Zu Sklaverei kommt es oft tiefer in der Lieferkette" 10. June 2022

Tagesschau, "Wie 'grün' ist die Paketbranche?" by Christian Kretschmer, 15. June 2022

Süddeutsche Zeitung, <https://www.sueddeutsche.de/kolumne/nachhaltige-lieferkette-eu-lieferkettengesetz-menschenrechte-1.5555673>, 28.3.22

Tagesschau 24, Sendung "Update Wirtschaft", 18.5.22

EBS EXPERTS: PROF. JULIA HARTMANN ON THE NEW SUPPLY CHAIN ACT IN SÜDDEUTSCHE ZEITUNG

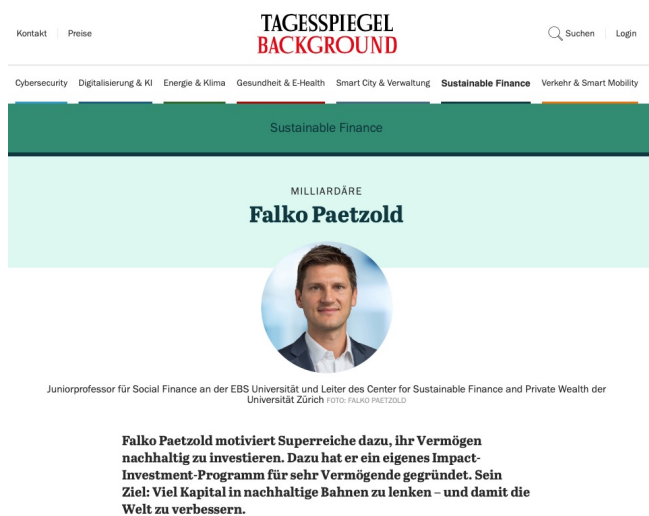
30 March 2022 | By: Violetta Sulzbach, Research Assistant Impact Institute



5.4 Falko Paetzold on Sustainable Investments

As sustainable finance becomes mainstream, Prof. Dr. Falko Paetzold and his work is regularly cited in national and international news outlets. Selected examples:

17.11.22: Tagesspiegel – Background: https://background.tagesspiegel.de/sustainable-finance/falko-paetzold?__cf_chl_tk=pUj98MKnlvHkL0w_0TE13raoHgNHPzMMAxCND3iyoP0-1669605837-0-gaNycGzNCNE



The screenshot shows a webpage from Tagesspiegel Background. The header includes 'TAGESSPIEGEL BACKGROUND' and navigation links like 'Suchen' and 'Login'. A menu bar lists various topics, with 'Sustainable Finance' highlighted. Below the menu, there is a green header with 'Sustainable Finance' and a light green section with 'MILLIARDÄRE' and 'Falko Paetzold'. A circular portrait of Falko Paetzold is shown. Below the portrait, his title is listed: 'Juniorprofessor für Social Finance an der EBS Universität und Leiter des Center for Sustainable Finance and Private Wealth der Universität Zürich'. A short bio follows: 'Falko Paetzold motiviert Superreiche dazu, ihr Vermögen nachhaltig zu investieren. Dazu hat er ein eigenes Impact-Investment-Programm für sehr Vermögende gegründet. Sein Ziel: Viel Kapital in nachhaltige Bahnen zu lenken – und damit die Welt zu verbessern.'

16.9.22: Neue Zürcher Zeitung - Nachhaltige Anlagen: Die Wirkung ist egal. Wichtig ist vor allem das gute Gefühl: <https://www.nzz.ch/finanzen/greenwashing-anleger-lassen-sich-gerne-tauschen-fuers-gute-gefuehl-ld.1702691>

EBS EXPERTS: PROF FALKO PAETZOLD ON SUSTAINABLE INVESTMENTS ON SRF

9 May 2022 | By: Violetta Sulzbach, Research Assistant Impact Institute



24.4.22: 3sat – Grünes Geld: <https://programm.ard.de/TV/Programm/Alle-Sender/?sendung=280074000643729>

Further mentions of Prof. Paetzold included Facing [Hidden Costs Of Going Green, Investor Indifference To Level Of Impact, And Unachievable Climate Commitments](#), Forbes, September 2022, and, in January 2023, the article [ESG-Strategien für Private Equity](#), in the magazine ESGZ.

In 2023, we will continue to drive our media presence in national and international outlets on the key topics in impact and sustainability and are looking forward to being in touch with you in that regard.

WE ARE PROUD TO LOOK BACK TO AN IMPACTFUL
YEAR 2022, AND ARE LOOKING FORWARD TO AN
EVEN MORE EXCITING YEAR 2023.

TOWARDS IMPACT – TOGETHER!

IMPACT INSTITUTE

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